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2 July 1968

MEMORANDUM FOR: Director of Training

THROUGH : Chief, Operations School

SUBJECT : Course Report, European Operations Course, No. 1-68
3 - 21 June 1968

1. Introduction:

a. In compliance with the request of the Chief, EUR, to the Director of Training, the European Operations Course detailed below was organized and run during a three week period on the dates indicated. It was felt by the Chief, EUR, that such a course was necessary and timely because of the progressive changes in the operational climate in Western Europe.

b. The objective was to provide more advanced operational training to new case officers as well as to experienced case officers for conducting unilateral operations. The Office of Training had proposed such training courses for some time so that the request for this course was a fortuitous coincidence.

2. Administrative Data:

a. This course was the first presentation of the European Operations Course. The first week, 3 - 7 June 1968, was held at the [REDACTED] under the sponsorship of the Office of Communications. The second and third weeks, 10 - 21 June 1968, were held in [REDACTED] 1000 N. Glebe Road, under the sponsorship of the Office of Training.

b. Mr. [REDACTED] of Europe Division was the Course Coordinator. He prepared a discursive European Operations Course outline which served as the basis for overall course objectives and the specific instructional presentations. In addition, he consulted with the Office of Communications regarding the instructional program at [REDACTED]. Mr. [REDACTED] the Chief Instructor, consulted with Mr. [REDACTED] and the individual lecturers who participated in the last two weeks of instruction at 1000 N. Glebe Road. Mr. [REDACTED] attended and participated in all phases of the course and subsequently prepared a memorandum of comments which he discussed with the undersigned. This was a useful comprehensive critique.

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3. Class Profile:

a. The grade range was as follows: GS-15 - one, GS-14 - five, GS-13 - eight, GS-12 - two, GS-11 - two, GS-10 - two, and GS-09 - one. Three students were women. A class roster is enclosed as Attachment A.

b. Twenty-one students attended the last two weeks at 1000 N. Glebe Road. Of these, thirteen attended the presentation at the [REDACTED] during the first week. The EUR Division selected these officers who would possibly use communications equipment operationally to attend the [REDACTED] course.

c. There were four auditors present during several lecture presentations. With the concurrence of [REDACTED] of MI Division who had just requested [REDACTED] training, was permitted to participate in the three-day field exercise.

4. Course Content:

a. The first week at the [REDACTED] under the auspices of the Office of Communications was "designed to familiarize CS officers with current agent electronic communications systems, equipment and techniques." As reflected in Mr. [REDACTED] comments, student critiques were uniformly favorable to the practical aspects of agent contact work, the more practical the more favorable.

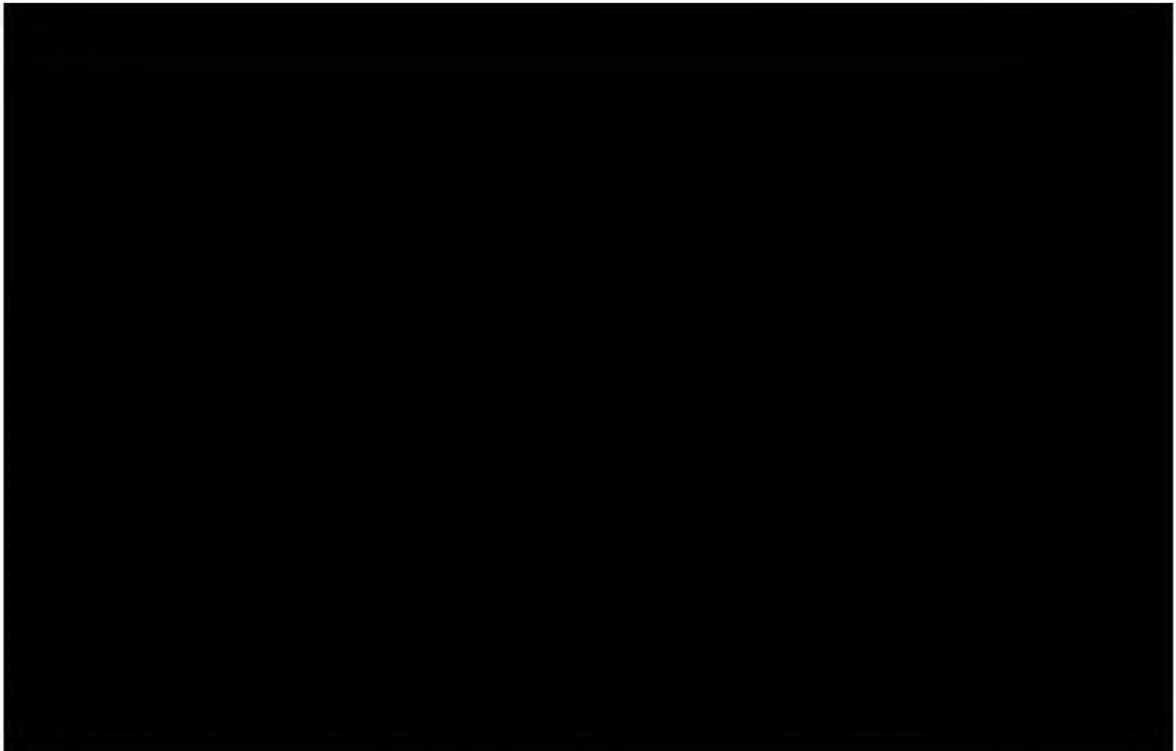
c. The fifth day of the first week was devoted to reports review including a written exercise. This instruction was handled by Mr. [REDACTED] and his assistants and was very effective in maintaining interest and provoking discussion.

d. The first two days of the last week were devoted to TSD demonstrations, lectures and practical work. The practical work was in SW techniques. It was felt by the students that practical work in document photography and possibly in making and imbedding [REDACTED] would be desirable. This additional practical work could be included in future courses by holding the TSD portion of the course at the TSD laboratories in South Building. In this course the TSD instruction was held at 1000 N. Glebe Road.

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f. A copy of the course schedule is enclosed as Attachment B.

5. Written course critiques on prepared forms were completed by each student as the last requirement during the last afternoon of the course. All students found the course to be of value. The bulk of the presentations were recommended for retention. A few students suggested that one or two presentations were of little interest to them because they added nothing to their previous experience.

6. Comments and Suggestions:

a. The course was basically sound and covered most of the desired course objectives. Despite the fact that this was a pilot running, the Chief Instructor found little deviation from the objectives in the individual presentations. Most of them hit the mark.

b. The suggestions to improve the course for the next running are enumerated below. These suggestions are based on discussions with Mr. [REDACTED], a review of the students' critiques and the impressions of the Chief Instructor.

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(1) Reduce the four-hour bloc of instruction on Soviet operations in Western Europe to one hour. Five students of the group had just completed the SB Operations Course and found that the material presented in this course was repetitive. Although the other students did experience new instruction, there is no assurance that future students may not again find duplication.

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(3) It has been suggested that a presentation on Elicitation be given during the time made available by the reduction of the four-hour bloc of instruction on Soviet operations in Western Europe. Practise in

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the Chief Instructor would be required to make practical work meaningful. However, the undersigned suggests that there are periods during the first two afternoons of the field exercises which could be well used to demonstrate [redacted] The Chief Instructor could use that time efficiently to prepare the students' next day field assignments.

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(4) The suggestion for practical work in photography has already been referred to in paragraph 3d above.

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Chief Instructor

Attachments: (w/orig. only)

- A. Class Roster
- B. Course Schedule

Distribution:

- Orig - DTR
- 1 - C/OS/TR
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ORIGINAL DOCUMENT MISSING PAGE(S):

ATTACHMENTS (A)